

II. Agency Goals Matrix

The following matrix provides a summary of goals, issues, objectives, directions, and opportunities as reported by each agency during the information gathering phase of the technology strategic planning process. Information sources for this matrix include agencies' 2001 business plans, interviews, and survey responses. The information in this table has been summarized within Section IV.A. (Business Environment, Strategic Objectives) of the strategic technology plan.

Agency	Goals	Strategic Issues	Objective	Directions	Opportunities
Dept. of Adult and Juvenile Detention	<ul style="list-style-type: none"> • Provide adult and juvenile detention facilities that are safe, secure, humane and orderly. • Support/respond to public and other criminal justice and human service agencies' interests and objectives. • Provide a catalyst for change in the lives of offenders. • Value employees, involve them in decisions that affect them, and enhance communication initiatives. • Conduct criminal justice policy analysis and program development for short- and long-range correction services and capacity planning. 	<ul style="list-style-type: none"> • Staff training. • Collaborative partnerships with Superior Court and other JJOMP stakeholders. • Meet service and program requirements in accord with applicable federal, state, and local laws. 		<ul style="list-style-type: none"> • Enhance newly implemented internal website as scheduled (to provide employees with seamless, easy-to-use computer network systems that provide access to available King County data resources and application in order to support operations). • Juvenile wide area network direction replacement. 	<ul style="list-style-type: none"> • Opportunities for improving efficiency within or between agencies including integration efforts.
Dept. of Assessments	<ul style="list-style-type: none"> • Develop a quality product based on adherence to professional standards and the provision of law pertaining to the department. • Create and maintain a positive workplace promoting cooperation, initiative, human diversity, open communication and professionalism. • Be recognized as providing outstanding service to all customers, internal and external. • Provide training, technology and all other resources necessary to enable employees to achieve excellence. 	<ul style="list-style-type: none"> • Keeping staff at previously approved FTE levels. • Use of effective and efficient technology. • Proposed 2002 budget cuts. • Aside from the State Department of Revenue, no other government agency is responsible for activities currently assigned by state law to the assessor in each County. 		<ul style="list-style-type: none"> • Technology implementation has allowed the Department to somewhat keep up with production demands. • Some new technology equipment implemented in 2000. • Completion of office remodel to re-establish a safe, productive and efficient work environment. • Generating fiscal notes and impact statements for the Office of Community Development. 	<ul style="list-style-type: none"> • Funding for additional appraisal staff. • Funding for planned equipment replacement in the future.



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Dept. of Assessments	<ul style="list-style-type: none"> Better service and more accessible data. Reallocate additional resources to the appraisal function to help minimize already challenging workload pressure. Ensure staff have equipment to do their jobs effectively and efficiently to help maintain a flexible environment in which the Department can adapt to change. 			<ul style="list-style-type: none"> Successful completion of the annual revaluation process "providing fair, equitable and understandable property valuations," utilizing effective and efficient technology. 	
Boundary Review Board	<ul style="list-style-type: none"> To provide a balanced, objective review and evaluation of proposals for annexations, incorporations, mergers and other actions, to serve the citizens of the affected area, government agencies and other stakeholders. To enhance operations systems (e.g., communication tools, procedures, record keeping) to ensure the quality and efficiency of services to the County, other government agencies, citizens and other stakeholders. To provide administrative services (e.g., performance/activity reports, fiscal reports) in support of all purposes/core business services, and to achieve these services at reasonable cost to the County. 			<ul style="list-style-type: none"> The Boundary Review Board is seeking innovative opportunities for developing and implementing strong communication systems linking to King County, to other government agencies, and to other stakeholders, in order to facilitate high-quality government operations and public services. Development of a pilot web site to provide government and public access to legislative requirements for annexations, incorporations, mergers and other actions. Work with Archives and Records Management to develop systems for records' storage. The Boundary Review Board proposes a business plan for achieving core service goals and core service objectives, including an assessment of future responsibilities and directions. 	



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Dept. of Community and Human Services	<ul style="list-style-type: none"> Food to eat and a roof overhead. 	<ul style="list-style-type: none"> Partnering/networking with other governmental and community agencies. 	<ul style="list-style-type: none"> Provide public defense services per state law and county code. 		<ul style="list-style-type: none"> Web-based public access to service information.
Dept. of Development and Environmental Services (DDES) - Administrative Services Division	<ul style="list-style-type: none"> Improve DDES information systems for best-supported customer service. Improve management and staff awareness of accurate, consistent and timely application of Department financial system information. Provide accurate and accessible resource information to support consistent regulatory review in environmental protection. Develop and enhance human resources support system to further the Department's integrated staffing, educational and personal development initiatives. Enhance cost control. Make the network easier to operate, reduce the cost of operation where possible, meet current and future demands of applications. 	<ul style="list-style-type: none"> Thin client strategy within the Department Implementation of a revised Joint Labor Management Committee Improved management information systems Transition of business licenses to Department in 2002 Matching service levels to revenues 		<ul style="list-style-type: none"> Hardware/Software conversions in 2002. Changes to the structure and operation of the network are being implemented to take advantage of new technology, improvements in network equipment and software, and introduction of new network service offerings. Plan, develop, market, and deliver a core set of information services/products that meet the business requirements of County government, outlying cities, and other jurisdictions. Provide technology leadership and enterprise-wide infrastructure to the County's citizens and departments. Improve ITS' collaboration with County agencies as an integral partner in our shared business environment. 	<ul style="list-style-type: none"> Provide electrical permits, benefiting citizens and assisting in financial stabilization of the Department. Transfer of health-related building permits such as sewage and water to the Department, assisting customers through one stop shopping and assisting in financial stabilization of the Department. Increased staff utilization through additional training, better technology systems. Organizational and financial partnering with Sheriff's Office.



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Dept. of Development and Environmental Services (DDES) - Administrative Services Division				<ul style="list-style-type: none"> Improve the County's process for making IT investment decisions. Develop ITS and Countywide IT standards. Develop and utilize measurements to track and improve the reliability, quality, and performance of the infrastructure and services provided. 	
DDES - Building Services Division	<ul style="list-style-type: none"> Manage resources to meet and exceed performance standards. Meet financial goals and objectives. Deliver reliable and responsive customer service and public education. Develop and maintain a skilled workforce through an effective employee orientation and development program and enhance technical training processes. Improve division work processes through efficient implementation of value-added services. Manage resources to meet and exceed performance standards. Improve DDES information systems for best-supported customer service. Improve management and staff awareness of accurate, consistent and timely application of Department financial system information.. Provide accurate and accessible resource information to support consistent regulatory review in environmental protection. 	<ul style="list-style-type: none"> Matching service levels to revenues. It is a continuing challenge to meet the departmental standard for intake appointment times within 2-4 weeks, at peak periods, with existing staff. ESA Impacts: Legislation to implement the Endangered Species Act will increase the level of reviews and inspections of site features and directly impact review times/permit fees. Zoning Service: Customers continue to expect that zoning and land use information will be provided, on demand and at no cost, in person or by telephone. Business Licensing: the proposed addition of Business Licensing responsibilities to the Code Enforcement Section without additional resources. Methamphetamine Labs: The number off methamphetamine labs continues to grow each year. Code enforcement officer face safety concerns together with multiple violations on lab sites. 	<ul style="list-style-type: none"> Increase percent of key permits approved within timelines. Increase percent of work completed within established targets. Establish review standards for key work functions. Maintain 70 percent billable and chargeable hours. Ensure revenues match cost of providing services. Develop clear guidelines/limitations for walk-in zoning service. Increase revenue from permit extensions by addressing all expiring permits. Establish a baseline level of external customer satisfaction by conducting surveys. Maintain or improve ISO ratings. Maintain or improve telephone response time. Maintain or increase percent of technically trained staff. Increase number of employees who report confidence in their knowledge and skills after 6 months by providing appropriate training. Establish sustainable process to ensure work is completed or closed. Inactive applications cancel after sixty days. 	<ul style="list-style-type: none"> Developing public information tools that do not require interaction with production staff; implementing training and process and technology improvements that increase staff's ability to achieve this billing rate; and ensuring that review standards are in place that provide consistent hours of reviews and bills for service for similar permits. Plan to implement inspection appointments by touch-tone phone (IVR), explore on-line permitting for minor permits, and improve upon on-line permit tracking information and on-line financial information. Joint Labor Management Committee made up of Local 17, Local 519, and management representatives. Will continue to engage in all possible strategies to maintain/improve upon our collaborative work environment. Implementation of the Sensitive Area Designation Ordinance that places site feature designations in advance of permit review should decrease tension between applicants and Department, and make permit review more efficient. 	<ul style="list-style-type: none"> Redesigning review processes. Creating phased approval process for new construction. Implementing integrated voice response system. Partnering with stakeholders such as school districts and the master builders association. Lower insurance rates for property owners. Matching service levels to revenues. PICA Process: An update of the PCA process (pre-issuance construction authorization) provides an opportunity to redesign review processes and consider a phased approval process for new construction to reduce delays and improve customer service. With the proposed implementation of an integrated voice response system, significant process changes will need to be undertaken to automate the inspection request process. Project Management: The project management program for complex permits has had a successful year with participation by applicants on a voluntary basis.



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DDES - Building Services Division	<ul style="list-style-type: none"> Develop and enhance human resources support system to further Department's integrated staffing, education, and personal development initiatives. Enhance cost control. Improve public access to information while reducing the non-billable hour rate of production staff. Increase the percentage of permits meeting the statutory timelines in the most cost-effective manner possible. Maintain/Improve financial stability. Implement/Enforce Tri-County ESA model with regulations the public understands and DDES is able to implement and enforce without confusion. Achieve sustainable reimbursement for all contracted work in return for high quality services. Deliver quality, dependable land use services in a timely manner. Promote and maintain sound financial management of the Land Use Services Division through reliable business practices. Protect and improve the quality of the natural environment, consistent with County land use regulations. Promote quality communities by developing regulatory improvements. Develop/Maintain a positive and collaborative work force with the Land Use Services Division. 	<ul style="list-style-type: none"> The demand for management information systems and reports consistently outstrips the Division's resources to satisfy such requests. The lack of a fund balance destabilizes the Department's operations and requires operational financial response with very little time or data. The wealth of information demanded by Department management and staff require constant upgrading of hardware and software. The provision of business based information daily, weekly and especially on a monthly basis is critical to the success of the Department's fund management and staff retention. Staff turnover in computer related fields constantly challenge the department to maintain its systems and thus business success. Supervisory staff in the ASD are highly technical and sought after. Lack of general government financial support to the permit-related function will expose decision-makers to an increasing level of criticism due to high fees. Lack of resources limits maintenance of a training program for professional staff. Increasing overhead allocations. The health of the building industry is an uncontrollable variable in the department's financial health. 	<ul style="list-style-type: none"> Expired permits are renewed or finalized. Code Enforcement cases closed. Annual fire and PBX inspections are maintained. Improve the maintenance of clock time on permits. Development of active permit file management redesign. Increase public knowledge of DDES web page. Implement alternative to "person of the day program." Increase alternative means of acquiring permit information and permit approval on-line. Improve management information systems used by line supervisor to monitor production performance. Utilization of project management, and review standards implementation to ensure timelines. Control O&M costs at or below budget. Maintain 70 percent billable hour rate. Develop enhanced public information and staff training programs in order to ensure public and County staff understanding of ESA implementation. Develop a marketing plan for regional and specialty services. Increase the percent of permits completed per mandated timelines. Establish management and performance standards for key job functions and permits types. Maintain 70 percent billable hours and chargeable hours. 	<ul style="list-style-type: none"> The Department intends to take a serious look at the County's Code requirements for business licensing, some of which are more than 50 years old, and propose the elimination or modification of numerous licensing requirements that are out of date. 	<ul style="list-style-type: none"> Customer Outreach: Previous efforts to provide outreach to customer groups have been extremely successful. Will continue to seek opportunity to partner with stakeholders such as school districts and master builders association, and share our "best practices." This will present an opportunity to demonstrate effective enforcement of the building codes in the County and result in lower insurance rates low for property owners. Legislative initiatives allowing County DDES to provide electrical permits would benefit DDES citizens and customers and assist in financial stabilization of the Department. The transfer of health-related building permits such as sewage and water to DDES would assist customers and citizens of the County through "one stop shopping." It would also help financially stabilize DDES. Opportunity to coordinate the ESA goals into the County's Shoreline Master Program and remove redundancies in the permit review process for projects on shorelines.



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DDES - Building Services Division	<ul style="list-style-type: none"> Provide a clear exchange of information to colleagues and customers, regarding land use matters. 	<ul style="list-style-type: none"> It is a great challenge to ensure that the Department's staff and customers can obtain and manage information made available to them. The Department has a lengthy history of challenging labor-management relations. Ensure that the agenda of the environmental community brought on by the ESA imperatives is implemented in such a way as to allow the development community to continue to provide affordable housing for our community. Reductions occurring when DDES and the County urgently need education and outreach to implement programs to cover higher stake liability issues of implementing ESA. It will be a challenge to respond to increased state and federal legislation and requirements related to the long range planning process without retaining current staff resources. 	<ul style="list-style-type: none"> Ensure the revenues meet or exceed the cost of providing services. Decrease the amount of non-billable hours associated with public information by implementing an alternative to the "person of the day" program. Evaluate potential benefits of merging the ESA/Erosion Control Program into other DDES inspection sections. Transmit all proposed regulations on time per the detailed work of the Land Use Planning and Education Section. Maintain or increase the percent of trained staff. Facilitate citizen and staff participation and training in the development and implementation of new regulations. 		
DDES - Director's Office	<ul style="list-style-type: none"> Improve public access to information while increasing staff billable hours. Increase percentage of permits while meeting statutory timelines in a cost-effective manner. Maintain/Improve financial stability Implement/Enforce Tri-County ESA model with minimal confusion. Achieve sustainable reimbursement for high quality services. 	<ul style="list-style-type: none"> Increased access to public information while reducing staff time for public information activities Implementation of process improvements and permit review standards Improved management information systems 		<ul style="list-style-type: none"> Implemented new permit tracking system, financial system, enhanced GIS application and on-line record management Plan to implement touch-tone phone (IVR) inspection appointments in 2002 	<ul style="list-style-type: none"> Maintenance of stable, well-trained work force through additional staff training.



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DDES - Land Use Services Division	<ul style="list-style-type: none">• Deliver quality, dependable land use services in a timely manner.• Promote/Maintain sound financial management through reliable business practices.• Protect/Improve quality of the natural environment, consistent with County land use regulations.• Promote quality communities by developing regulatory improvements.• Develop/Maintain a positive and collaborative work force.• Provide a clear exchange of information to colleagues and customers regarding land use matters	<ul style="list-style-type: none">• Retaining current staff level while responding to increased legislation and requirements.		<ul style="list-style-type: none">• Will implement in 2002 a program utilizing existing building and land use inspectors for increased ESA awareness.	<ul style="list-style-type: none">• Monitoring results of the Rural Standards Program to refine standards needed to preserve rural character.• Active participation in the Rural Forest Commission to maintain viable private forestry.
Dept. of Executive Services (DES)	<ul style="list-style-type: none">• Identify and meet changing customer requirements.• Encourage/Expand the use of strategic partnerships.• Maintain/Enhance an empowered, highly skilled workforce reflecting the diverse community we serve.• Management information and technology to improve services and information sharing.• Provide leadership to meet the current and future needs of the County.• Exercise responsible stewardship of County resources.• County applications are usable from a browser of an authorized user.• County data is well defined, standardized, and usable from a browser of an authorized user.• Maximize investments made on the future environment, rather than on the legacy applications.	<ul style="list-style-type: none">• Organizational restructuring and possibility of Commission administrator assuming new responsibilities will require Commission to be more focused and collaborate on its work projects.• Organizational restructuring will impact County department staff's ability to work with Commission on community criminal justice projects.• The Civil Rights Commission will increase its community partnership s to provide more opportunities for community education on civil rights.• Fair Contracting and BOOST Ordinances are new and untested. Commission will need to monitor how they are publicized to community and how quickly they are implemented.		<ul style="list-style-type: none">• Minimize investments on legacy systems in preference for the Next Generation e-County services.• Maintain legacy systems to meet basic business needs.• Upgrade legacy systems only to meet changing business requirements or to stay current with vendor releases.• Provide an exception process to allow enhancement and replacement of legacy systems when there is a strong business case.• Acquire connection products that bring legacy applications to the Web for users to logon and use the applications.• Provide security to prevent unauthorized access to legacy data.• Assemble a suite of middleware products to bring legacy data to the Web.	



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Dept. of Executive Services (DES)	<ul style="list-style-type: none"> To propose a standardized business model that LAN Administrators can evolve to within the County. To develop, coordinate and manage a complex enterprise computing environment that will facilitate, support and service the County's computing applications. Enhance stability, reliability, and availability of computing resources across all platforms, with emphasis on building strong production environment for distributed systems. Improve effectiveness of County core business processes by building, updating and maintaining enterprise applications, databases, and digital repositories that serve core business needs. Maintain strong network infrastructure. Improve staff productivity and control IT costs. Support/Champion improved decision-making process for Countywide IT strategic planning and investment decisions. Support/Champion Countywide improvements in project management capabilities for IT projects. Support/champion on-line delivery of services to County residents. Improve customer service. 	<ul style="list-style-type: none"> County's Affirmative Action Plan may be impacted by layoffs, reassignment of employees and job duties. The Commission will need to monitor the AAP as DMS prepares to submit new plan utilizing 2000 Census data. As a regional service agency, the requirements made upon the Division increase as the County expands in population despite the reduction in unincorporated area through annexation by the County's cities. An overall eroding CX tax based as a result of the decreasing unincorporated areas will make it increasingly difficult to fund increasing costs, particularly in the absentee voter program which now constitutes half of the voter population. Additionally, the State and Federal government does not reimburse the County for election costs in even-numbered year elections. Will be increased pressure to "reform" election procedures and equipment. Possibility that a mandated change in the operation of partisan primaries may add additional requirements for the primary in 2002. There are no standards for LAN organization, support models, structures, tools, resources that are used today in the County. As a result, we see duplication of effort, inadequacies in key areas. 		<ul style="list-style-type: none"> Adopt or develop new data models for presenting legacy data to the Web that follow industry Provide a data dictionary, to present to the Web user a view of all data and relationships in new data models. Provide data storage for cases where data from multiple systems must be stored and recombined before accessing from the Web. Provide scheduling capabilities to manage the movement of data. All new applications should be built or purchased with a Web interface, if possible. If not possible, a Web interface should be added, as needed. New special services, such as credit card payments and digital signatures should be used on the Web front end, not within the legacy application. 	



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DES - Office of Civil Rights	<ul style="list-style-type: none"> • Ensure equal opportunity for all. • Establish collaborative working relationships with community organizations and County departments to ensure civil rights protection. • Work towards enhancement of quality of life for all, regardless of race, gender, sexual orientation, age, ethnicity or presence of a disability. 	<ul style="list-style-type: none"> • Organizational restructuring • Community partnerships 			
DES - Office of Cultural Resources	<ul style="list-style-type: none"> • Promote a system of regional and community cultural organizations, facilities and services to ensure access to high quality cultural opportunities for County residents. • Ensure that cultural values are reflected in regional policy, planning, and development. • Enhance the County's quality of place using tools of the cultural community such as historic preservation, public art, and community-building arts and heritage programs. • Support regional and local economic development through investment in cultural infrastructure, adaptive re-use of historic structures, and cultural tourism. • Provide regional leadership to suburban communities, arts and heritage organizations, individual artists and heritage specialists providing cultural services to County residents. • Be responsive, cooperative, timely and efficient in processing contracts, invoices and requests for information. 	<ul style="list-style-type: none"> • Access to cultural programs. • Community investment. • Education and outreach. • Administration. 		<ul style="list-style-type: none"> • Web site - applications and guidelines available on-line; Arts Electronic Newsletter; Current Gallery exhibits; "News." • Database – maintain extensive database of information about projects, organizations, individual artists, program funding histories. • Web site management – maintain web site, the Office's primary source of information, news and opportunities. • (Arts Commission Program) To focus on the potential of new technologies, and to define and implement initiatives that use technology to enhance KCAC service delivery and opportunities for constituents. • (Cultural Facilities Program) Develop new documentation standards to demonstrate the impacts of the Cultural Facilities Program on the public's access to heritage resources in every County community. • (Public Art Program) Artist Registry Program – Increase the number of private sector users by developing on-line access of all registries by end of 2001. 	



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DES - Office of Cultural Resources				<ul style="list-style-type: none"> • (Public Art Program) Public Art Interpretive Materials – provide interpretive materials such as brochures, maps, on-line essays and articles to County residents and visitors; produce and track requests for brochures for all completed projects. • (Arts Commission) Link all contracting to OCR database and track program investment/public benefit by May, 2001. • (Arts Commission) Streamline contracting and database connectivity. • (Arts Commission) Have calendar of events in place on the Internet by February 2001. 	
DES - Emergency Management Division	<ul style="list-style-type: none"> • Ensure continued effective operation of the E-911 system. • Promote regional emergency management by facilitating partnerships among business, public agencies and other organizations. • Provide positive and supportive work environment for fostering teamwork and customer service. • Ensure continued effective operation of the E-911 system. 				
DES - Board of Ethics	<ul style="list-style-type: none"> • To prevent violations of the Code of Ethics through education, training, and information. • To ensure that the private conduct and financial dealings of public officials and employees presents no actual or apparent conflict of interest between the public trust and private interests. 				



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DES - Board of Ethics	<ul style="list-style-type: none">To assure the public confidence of the impartiality and honesty of officials and employees in all public transactions and decisions.				
DES - Facilities Management Division	<ul style="list-style-type: none">Create informed, satisfied customers.Foster development of a highly skilled, resourceful, flexible and productive work force.Provide effective, efficient, and economical services and products.Implement sound environmental practices.Establish safe environments for employees and the public.				
DES - Finance Division	<ul style="list-style-type: none">Re-validate and confirm the program vision and its alignment with the County's short- and long-term goals.Confirm sponsorship of the program vision among key stakeholders.Confirm throughout the end-user community.Establish a strong project governance structure.Provide agencies with cost effective disbursement, financial and procurement services.Maximize revenue collection and investment opportunities.Ensure compliance with state, federal and local procurement laws and regulations.Provide expertise/consulting services to all departments regarding accounting and financing strategies.	<ul style="list-style-type: none">Critical assessment of the County's Financial Systems Replacement Program (FSRP).		<ul style="list-style-type: none">Resolution of organizational barriers to FSRP program continuance and success.Resolution of technical barriers to FSRP program continuance and success.Alternative 2 which was identified in the Critical Assessment – Phased implementation of PeopleSoft HRMS Countywide and re-evaluation of core financials options.	<ul style="list-style-type: none">Opportunities for improving efficiency within or between agencies include more communication.



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DES – Human Resources Division	<ul style="list-style-type: none"> • Champion employee success in the workplace. • Provide integrated human resources strategic services to support County departments in achieving their goals. • Lead and support organizational, policy and infrastructure change initiatives. • Deliver innovative and responsive human resources expertise, systems, and programs. • Change management processes to maintain reliable, efficient, legally sound, and cost effective databases and systems operated in support of the County. • To create summary analysis, workforce profile, and employee movement reports on a monthly basis. • Resolve lack of data consistency. • Resolve quality assurance handled through time consuming, manual data manipulation. • Resolve incomplete data in both payroll systems. 			<ul style="list-style-type: none"> • Design, develop, and implement fundamental skill training in human resource administrative skills, manager/supervisor training and interpersonal skills. • Build capacity to do human resources strategic planning. 	
DES - Licensing and Regulatory Services	<ul style="list-style-type: none"> • Increase public access to and awareness of a wide array of County services. • Promote/Facilitate compliance with laws and regulations to ensure public safety. • Provide quality animal control services to promote animal welfare. • Provide timely and cost effective mail services to internal customers. • Develop and support a motivated customer service oriented workforce. 				



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DES - Records and Elections	<ul style="list-style-type: none">• Use technology to help provide high quality, responsive customer service at reasonable costs.• Incorporate needs of customers, citizens, private companies and County departments in defining cost-saving efficiencies.• Develop/Support a workforce that can meet the changing needs of the Division.				
DES - Risk Management	<ul style="list-style-type: none">• Resolve citizens' claims and lawsuits in a fair and expeditious manner.• Administer a risk financing plan to pay for and recover from losses, in order to meet the County's legal and fiduciary obligations.• Assist County agencies in minimizing the frequency and severity of losses.• Advise agencies on contractual matters to reduce potential liabilities.• Support, enable, and encourage a work force, utilized to their full potential, to provide the best risk management services possible.			<ul style="list-style-type: none">• Obtain/Implement a risk management information system (RMIS)	



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Dept. of Judicial Administration (DJA)	<ul style="list-style-type: none"> Promote a technology-based paperless court record. Increase/Sustain court records and program management resources. Build/Maintain a confident, skilled, and knowledgeable staff. Serve customers by providing information and access to the court record. 	<ul style="list-style-type: none"> Specific to technology: Acquisition, training, and retention of adequate numbers of technology staff for ongoing support of mission critical systems. Training of technology staff in the strategic and operational business elements required for DJA to successfully implement its technology FTE and other budget issues. Working in synch with other Departments to implement data sharing. 	<ul style="list-style-type: none"> Accurate and complete records available to the Court and the public promptly. Cost-effectiveness of services provided Accurate record of "in-court" proceedings on minute sheets and accurate depiction of exhibit handling in the court. Ease of access to records for all customers. Understandability of programs and access methods for customers so they can easily obtain the information and services needed. Specific to technology. Implement technologies to process increasing volumes of filings by working smarter rather than longer, harder, faster. Transform management of court filing documents from hardcopy documents to electronic imaged and digital documents. Reduce departmental space needs. Implement electronically automated workflows to reduce time from filing to availability. Reduce overall staffing levels through business process reengineering. Reduce foot traffic in DJA by making information and records available via self-service over the Internet. Increase service levels by providing simultaneous access to court records by multiple parties. Allow the filing of court documents over the Internet. 	<ul style="list-style-type: none"> Build on existing Electronic Court Records system, with phased projects of e-filing. Update Random Judge Assignment and Case Scheduling software. 	<ul style="list-style-type: none"> Opportunities for improving efficiency within or between agencies includes LS&J integration.



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Dept. of Judicial Administration (DJA)			<ul style="list-style-type: none"> Reengineer existing automation efforts to make them available to additional users (and in some cases to allow other computer programs to become “users” by providing APIs), enhance performance, and decrease maintenance costs. Provide data, information, statistical analysis to enhance the courts ability to manage its caseload and to promptly and fairly administer justice. 		
King County District Court					<ul style="list-style-type: none"> Opportunities for improving efficiency within or between agencies include data sharing and electronic data transfer.
Dept. of Natural Resources and Parks (DNRP)	<ul style="list-style-type: none"> Leadership: Be a high performance regional environmental management agency by providing high quality services, working in partnerships, and leading by example. Environmental Quality: Achieve a net gain in environmental quality by protecting/restoring the natural environment, ensuring public safety, and exceeding environmental standards. Waste to Resource: Regard region’s waste products as resources and minimize amount of residual waste disposed. Community Investment: Contribute to healthy communities by providing recreation, education, and sound land management. 	<ul style="list-style-type: none"> County has an e-business initiative, but no real idea of how best to apply e-business to what we do. There are many workarounds being used to meet information requirements. We need to improve data management and finance and payroll systems need to be consolidated. A better connection needs to be made between the development of business plans/new business initiatives and technology planning. 	<ul style="list-style-type: none"> The department is recognized as a resource and leader in addressing environmental issues in the region Identified regional environmental problems are being addressed (DNRP initiates, facilitates, and/or participates in resolution). New markets are developed for use of recycled and reclaimed materials and byproducts Department rates that are reasonable and competitive. Customers satisfied with the services and benefits they receive. A forward thinking workforce where employees are engaged in our business, involved in decisions that affect them, and understand their role in achieving the DNRP vision 	<ul style="list-style-type: none"> Rating of our relationship with other local jurisdictions in the region. Percent of population that identifies the County as providing regional environmental services. Number of problems identified during the year for which action was initiated or taken. Number of emerging business lines. Number of new markets developed and utilized for recycled/reclaimed materials. The number of (surveyed) county citizens taking individual environmentally friendly actions (purchasing choices, recycling, gardening, carwash, etc.). Percent growth in DNRP rates and fees relative to the Consumer Price Index over the past ten years. 	<ul style="list-style-type: none"> Use the Windows 2000 Server migration to collapse multiple Windows NT account domains and an NDS tree into one Windows 2000 domain, improving data accessibility. Move of the GIS Center to DNRP and consolidation of department GIS analysts facilitates the testing of new data and software management practices. Department data management committee is seeking to standardize how environmental data is captured, managed and documented. Continued development of Internet and intranet-based applications and information.



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Dept. of Natural Resources and Parks (DNRP)	<ul style="list-style-type: none"> Price of Service: Price our services reasonably and competitively, while delivering the highest value to our citizens and maintaining safe and reliable systems. Customer Satisfaction: Meet the needs of our customers and our natural environment through valued, high quality and responsive services. Employee Involvement and Morale: Be a forward thinking workforce where employees are engaged in our business, involved in decisions that affect them, and understand their role in achieving DNR vision. Data accessibility in the form of a DSS, Decision Support System is paramount to managing our business now and in the future. 			<ul style="list-style-type: none"> Percent of customers satisfied with the quality and responsiveness of the service or program. Employee rating of management practices Employee rating of the availability of resources to do their job. Employee rating of work group relations and communication. Employee rating of their own contribution to the organization. 	
DNRP - Wastewater Division	<ul style="list-style-type: none"> Leadership: Be a high performance regional environmental management agency by providing high quality services, working in partnerships, and leading by example. Environmental Quality: Achieve a net gain in environmental quality by protecting and restoring the natural environment, ensuring public health and safety, and exceeding environmental standards. Waste To Resource: Regard the region's waste products as resources and minimize the amount of residual waste disposed. Community Investment: Contribute to healthy communities by providing recreation, education, and sound land management. 	<ul style="list-style-type: none"> Make significant progress in implementing the recently adopted Regional Wastewater Services Plan (RWSP) capital program. Respond to energy price volatility. Respond to potential competition from the private sector. Maintain a flat sewer rate for 2002 through 2004, as intended by the Council's recent rate action. 	<ul style="list-style-type: none"> Minimized public health problems from sewage and solid waste. Increased recycling or reuse of our own facility byproducts. Department rates that are reasonable and competitive. Customers satisfied with the services and benefits they receive. A forward thinking workforce where employees are engaged in our business, involved in decisions that affect them, and understand their role in achieving the DNRP vision. 	<ul style="list-style-type: none"> Productivity Initiative is a collaborative effort between management and labor to achieve significant cost savings in operating and building the wastewater treatment system while continuing to meet federal, state and local environmental regulations and goals. Percent discharges conforming with NPDES permit limits for wastewater treatment and solid waste facilities. Percent of bio-solids recycled and reused. Amount of potable water use reduced through both conservation measures and reclaimed water use. Percent of biogas reclaimed. Comparison of wastewater rates with other agencies that provide comparable services. 	



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DNRP - Wastewater Division	<ul style="list-style-type: none"> Price of Service: Price our services reasonably and competitively, while delivering the highest value to our citizens and maintaining safe and reliable systems. Customer Satisfaction: Meet the needs of our customers and our natural environment through valued, high quality and responsive services. Employee Involvement and Morale: Be a forward thinking workforce where employees are engaged in our business, involved in decisions that affect them, and understand their role in achieving the DNR vision. Data accessibility in the form of a DSS, Decision Support System is paramount to managing our business now and in the future. 				
DNRP - Solid Waste Division	<ul style="list-style-type: none"> Leadership: Be a high performance regional environmental management agency by providing high quality services, working in partnerships, and leading by example. Environmental Quality: Achieve a net gain in environmental quality by protecting and restoring the natural environment, ensuring public safety, and exceeding environmental standards. Waste to Resource: Regard the region's waste products as resources and minimize the amount of residual waste disposed. 		<ul style="list-style-type: none"> Involve all employees in the Competitiveness Initiative and develop specific objectives resulting from comparison of the Solid Waste Division with other solid waste agencies, both public and private. Identify areas in which we are doing well, areas where we might want to expand, and areas where we can improve and use data gathered to track Division's performance over time. Minimized public health problems from sewage and solid waste. Increased recycling or reuse of our own facility byproducts. Consistent reduction in the amount of waste needing to be disposed of 	<ul style="list-style-type: none"> Percent discharges conforming with NPDES permit limits for wastewater treatment and solid waste facilities. Percent of methane produced by the Cedar Hills landfill that is converted to usable energy. Percent of solid waste stream recycled. Amount of waste being disposed. Percent participation in recycling programs for residential and commercial activities. Comparison of solid waste rates with other agencies that provide comparable services. 	



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DNRP - Solid Waste Division	<ul style="list-style-type: none"> Community Investment: Contribute to healthy communities by providing recreation, education, and sound land management. Price of Service: Price our services reasonably and competitively, while delivering the highest value to our citizens and maintaining safe and reliable systems. Customer Satisfaction: Meet the needs of our customers and our natural environment through valued, high quality and responsive services. Employee Involvement and Morale: Be a forward thinking workforce where employees are engaged in our business, involved in decisions that affect them, and understand their role in achieving DNR vision. Data accessibility in the form of a DSS, Decision Support System is paramount to managing our business now and in the future. 		<ul style="list-style-type: none"> Department rates that are reasonable and competitive. Customers satisfied with the services and benefits they receive. A forward thinking workforce where employees are engaged in our business, involved in decisions that affect them, and understand their role in achieving the DNRP vision. 		
DNRP - Water and Land Resources Division	<ul style="list-style-type: none"> Leadership: Be a high performance regional environmental management agency by providing high quality services, working in partnerships, and leading by example. Environmental Quality: Achieve net gain in environmental quality by protecting/restoring the natural environment, ensuring public safety, and exceeding environmental standards. Waste to Resource: Regard region's waste products as resources and minimize amount of residual waste disposed. 	<ul style="list-style-type: none"> Water and Land Resources Division faces a declining revenue base in the next few years due to the significant Current Expense Fund budget shortfall and to continuing annexations and incorporations eroding the drainage fee revenue base. Division faces pressures for increased levels of services and new regulatory requirements from federal, state, and local environmental initiatives. 	<ul style="list-style-type: none"> Reduction in public safety issues related to flooding. Improved watershed health Citizens taking more positive actions to protect the quality of King County's environment. Maintaining productive farm and forestlands in King County. Farms and forests in King County being managed in an environmentally sustainable manner. Department rates that are reasonable and competitive. Customers satisfied with the services and benefits they receive. 	<ul style="list-style-type: none"> Amount of property damage during flood events. OR number of buildings in floodplain. OR Flood insurance rating. Number of King County rivers, lakes, and saltwater bodies that fully or partially support their beneficial designated use. Trophic State Index of King County Lakes. Benthic Index of Biotic Integrity Score. Percent of river/stream miles (or reaches) with high quality riparian habitat. Percent of days monitored where stream temperature is within acceptable range. 	



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DNRP - Water and Land Resources Division	<ul style="list-style-type: none"> Community Investment: Contribute to healthy communities by providing recreation, education, and sound land management. Price of Service: Price our services reasonably and competitively, while delivering the highest value to our citizens and maintaining safe and reliable systems. Customer Satisfaction: Meet the needs of our customers and our natural environment through valued, high quality and responsive services. Employee Involvement and Morale: Be a forward thinking workforce where employees are engaged in our business, involved in decisions that affect them, and understand their role in achieving DNR vision. Data accessibility in the form of a DSS, Decision Support System is paramount to managing our business now and in the future. 		<ul style="list-style-type: none"> A forward thinking workforce where employees are engaged in our business, involved in decisions that affect them, and understand their role in achieving the DNRP vision. 	<ul style="list-style-type: none"> Number of wild salmon returning to spawn in their native streams (spatial distribution, number returning per class year etc.). The conversion rate of farms/forests to non-resource based uses. The amount of private and publicly owned resource lands receiving conservation treatment. Comparison of surface water fees with other agencies that provide comparable services. 	
DNRP - Parks Division	<ul style="list-style-type: none"> Leadership: Be a high performance regional environmental management agency by providing high quality services, working in partnerships, and leading by example. Environmental Quality: Achieve a net gain in environmental quality by protecting and restoring the natural environment, ensuring public safety, and exceeding environmental standards. 	<ul style="list-style-type: none"> The Parks Division is also faced with declining revenues at the same time that policymakers and the public expect to increase existing programs and service level. The Division continues to be responsible for facilities that lie within cities, while the Current Expense Fund tax base has been eroded by annexations and incorporations. 	<ul style="list-style-type: none"> Parks, open spaces and recreation programs with a major focus on systems of open space corridors that conserve natural resources and provide recreation opportunities, fish and wildlife habitat, and scenic beauty. Department rates that are reasonable and competitive. Customers satisfied with the services and benefits they receive. 	<ul style="list-style-type: none"> Identify properties and facilities within incorporated cities that may be divested to cities over the next few years. Identify new funding sources for maintenance and operations of parks and facilities. Continue to pursue innovative revenue initiatives to sponsor specific programs and events. Number of parks and recreational facilities transferred to cities. Percent completion of ideal regional trail network. 	



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DNRP - Parks Division	<ul style="list-style-type: none"> Waste to Resource: Regard region's waste products as resources and minimize amount of residual waste disposed. Community Investment: Contribute to healthy communities by providing recreation, education, and sound land management. Price of Service: Price our services reasonably and competitively, while delivering the highest value to our citizens and maintaining safe and reliable systems. Customer Satisfaction: Meet the needs of our customers and our natural environment through valued, high quality and responsive services. Employee Involvement and Morale: Be a forward thinking workforce where employees are engaged in our business, involved in decisions that affect them, and understand their role in achieving DNR vision. Data accessibility in the form of a DSS, Decision Support System is paramount to managing our business now and in the future. 		<ul style="list-style-type: none"> A forward thinking workforce where employees are engaged in our business, involved in decisions that affect them, and understand their role in achieving the DNRP vision. 		
Prosecuting Attorney's Office (PAO)	<ul style="list-style-type: none"> Shape the evolution of the justice system with fairness, accountability, and public safety. Operate within a justice system that is efficient, effective and fair. 	<ul style="list-style-type: none"> The PAO has a small administrative component (less than 4% of the PAO's total employees) responsible for financial management, information systems, personnel, and general administrative. 		<ul style="list-style-type: none"> Adoption of a business plan to maximize efficiencies and encourage innovation, not just within the office, but within the entire justice system. 	



Agency	Goals	Strategic Issues	Objective	Directions	Opportunities
Dept. of Public Health	<ul style="list-style-type: none"> • Provide needed or mandated health services and prevention programs to address individual and community health concerns. • Assess and monitor the health status of our communities. • Prevent disease, injury, disability, and premature death. • Control or reduce the exposure of individuals and communities to environmental or personal hazards. • Employ/Retain a skilled workforce that reflects the diversity of the community. • Provide for timely, consistent, and clear two-way communication tailored to individual constituent communities to assure that the citizenry is fully informed of what the government is doing. • By 2005, increase the Public Health System's ability to respond effectively to emerging environmental health issues and communicable disease outbreaks, without disruption of ongoing critical public health services. • By 2004, the public health workforce will be well trained and have the resources they need to achieve results that exceed recognized standards for quality and cost. • By 2005, residents of King County will understand and support public health priorities and actions. • By 2003, Public Health will have a sustaining and flexible funding base sufficient to maintain critical public health services. 	<ul style="list-style-type: none"> • Environmental, demographic, social, epidemiological, and medical trends will demand an increasingly flexible and responsive public health system. Examples include: the aging of the populations; global trade and travel; emerging infections diseases; and more adverse health behaviors. • The increasing complexity of public health issues will require clear, understandable communication both internal and external to Public Health. Electronic and mass media messages greatly influence individual health behaviors. Public Health will need to modify many of its traditional health intervention efforts. • There will be an increasing demand for Public Health to respond in partnership with others to improve the health of the community. Public Health is challenged to align its prevention activities, policy initiatives, and services with its community-based public health practice. • Continued erosion of local tax authority will make it increasingly difficult to develop a long term, stable funding base and political consensus. • The growth of low income and uninsured population, combined with resource limitations and inequities, create challenges to Public Health to assure comprehensive public and personal health services to all populations in need in the County. 			<ul style="list-style-type: none"> • Opportunities for improving efficiency within or between agencies includes improve procurement of larger items, recurring contracts, consulting contracts, etc. • Improve customer server, communication and inter-agency cooperation between ITS and IT sub-units.



Agency	Goals	Strategic Issues	Objective	Directions	Opportunities
Dept. of Public Health	<ul style="list-style-type: none"> By 2003, Public Health will increase the number of collaborative partnerships that have a high likelihood of reducing regional disparities in health status. By 2005, the health impact of diabetes and childhood asthma will be reduced. 	<ul style="list-style-type: none"> Public Health will be increasingly challenged to assure population-based and comprehensive personal health services while trying to meet the increased resources demands of incarcerated, homeless and other "marginalized" populations. Public Health's infrastructure, including data management, financial management, and human resources, will need to improve dramatically, in order to provide cost-effective and customer focused services. Even with limited funding and a fragile infrastructure, the Department must address dramatically increased workloads while also improving productivity. Employees will need significant training and support to avoid "burnout, retain staff" and to maintain quality. 			
Executive - Office of Regional Policy and Planning	<ul style="list-style-type: none"> Regional planning. 	<ul style="list-style-type: none"> Regional planning. 		<ul style="list-style-type: none"> Technical assistance to small businesses. 	
Sheriff's Office	<ul style="list-style-type: none"> Reduce crime and the fear of crime. Provide high quality, cost-effective, and accountable services to County citizens and to contract cities. Commit to community policing at all levels of the Department to positively affect police response times and other important policing services. 	<ul style="list-style-type: none"> After 2002, potential annexations could reduce the unincorporated population to the point that customer base is composed primarily of contracts. Crime response, investigation, and prevention. Contract service provision. Technological development. Employee and citizen services. Resource and facility management. 		<ul style="list-style-type: none"> Technological development – use and develop technology for investigating crimes, tracking crime information, and improving business systems to better utilize information for addressing crime and serving citizens (Incident Reporting and Investigating System (IRIS)) application development complete 3-02). 	<ul style="list-style-type: none"> New market opportunities are increasingly limited, but pose significant potential since they include transit operations, schools, and regional partnerships. Develop a service delivery model that used technology to make deputies more efficient and effective so that they have time to interact with the community and solve problems (community oriented policing). Develop information delivery portals (See objectives) to provide the right information to the right people at the right time.



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Sheriff's Office				<ul style="list-style-type: none">• Technical Services Division provides the bulk of support services that are vital to efficient operations (Communications, Automated Fingerprint Identification System (AFIS), contract Services, Administrative Services, Budget and Accounting, and Planning, Analysis, Records, & Technology).• Investments in technology will help the agency meet future demands; information gathering is highly automated; more reporting functions are being built; more reliable and thorough data sources improve long range planning and feedback to our customers, as well as research capabilities to support grant requests. The ability to quickly gather data and information will assist in long-range planning, identifying problems, and finding solutions; information could also help the KCSO secure grant funding for future efforts.• Use of IRIS system CAD switchboard, and increasing use of web technology allows department members to get a broad range of information quickly to make more informed decisions.• IRIS development project complete 3-31-02.• Devote staff time to administer the bulletin system, maintain the web site, and function as leaders of the regional information sharing team.	<ul style="list-style-type: none">• Improve technology-enhanced workflows to make deputies more efficient and effective so that they have time to interact with the community and solve problems (community oriented policing).



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Sheriff's Office				<ul style="list-style-type: none"> Encourage the KCPCA to create a vision for structured/tabular data and develop a strategic plan for a comprehensive integrated regional information system. Centralized crime analysis system allows customers to run their own investigative queries through an intranet or request assistance from specially-trained analysts. Work on feasibility research and funding sources to develop a system of wireless communication so that information can be shared on-demand with patrol deputies, allowing deputies to access local and regional databases, as well as King County Sheriff's Office information. Records Management – process improvement project completed on 12-31-02 which analyzed former work practices, eliminated unnecessary steps, standardized practices, and developed system measures that enabled supervisors and managers to monitor their team's quality and productivity. Focus on developing an improved staff performance evaluation process. 	
Superior Court	<ul style="list-style-type: none"> Adjudicate legal matters timely and expeditiously. Provide access to court services to litigants, jurors, witnesses and the public. Provide programs and services required by law and/or court rule. 	<ul style="list-style-type: none"> Demand for justice system performance accountability. A growing shortage of court administrators and staff. Rapidly emerging information, telecommunications, and networking technology. County budget reductions. 		<ul style="list-style-type: none"> With creation of the Chief Administrative Officer position, Superior Court and the Department of Judicial Administration anticipate improved coordination in areas such as technology and administrative services. Courthouse wiring project. 	



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Superior Court	<ul style="list-style-type: none"> Foster public trust and confidence in the judicial system. Redefine the primary user of SC information systems as the PUBLIC. Manage risk by developing systems in short cycles and distributing technology portfolio. Use highly interactive business-technical teams. Incorporate Court best practices. 				
Dept. of Transportation (DOT)	<ul style="list-style-type: none"> Provide integrated Countywide public transit and roads services, products and facilities that are safe, reliable, convenient and efficient. Be active regional partner by working with others to develop/carry out transportation plans and services that support mobility, accessibility, land use and growth management. Promote employee involvement in an effective workforce that reflects the diversity of the community. Provide timely, consistent and clear two-way communication tailored to the transportation needs of the customers and citizens that are served. (Road Services Division) Develop cutting edge applications in information technology in areas of GIS mapping, roadway conditions reporting and other systems for gaining efficiencies. (Airport) Install programs and data in automated maintenance management system (AMMS). 	<ul style="list-style-type: none"> Area economic growth. Aerospace industry. Pattern of employment. Population growth. Inter- and intra-County commuting Demographics. Gasoline prices and auto use. Transit and vanpool ridership outlook Ongoing program funding (I-695, Sales Tax, Fares, Grants). 		<ul style="list-style-type: none"> Develop and implement a plan to optimize investments in appropriate transit technology. Monitor indicators of technical and financial performance. Work with partners in the region on fare integration. The Six-Year Transit Development Plan for 2002-2007 (The Six-Year Plan) will set forth objectives and strategies for transit, paratransit, rideshare services and supporting capital facilities in King County, and will establish the policy basis on which annual operating and capital program decisions will be made. The plan will serve as an implementation guide intended for update as changing conditions or priorities dictate. New scheduling software for paratransit implemented in 2000. Develop systems that will track and record all incoming citizen requests and complaints. 	



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Dept. of Transportation (DOT)	<ul style="list-style-type: none"> • (Airport) Develop of Facility Management Database (GIS). • (Airport) Improve and maintain web site to improve customer response. • (Airport) Assure airport accounting is performed in accordance with GAAP and Federal, State and County guidelines. 			<ul style="list-style-type: none"> • Have maps and records preserved through restoration and conservation techniques so that they can be stored in an electronic format for accessibility via Internet and intranet. • Increase use of website • Maintain technical ability at a sustainable threshold (Engineering Technical Support Services). • Provide division-wide coordination in the implementation of personnel policies procedures and practices. • Develop annual workplace assessment survey; benchmark data to assess work environment from which future goals are established. • Train employees to meet current and future needs, and recognize individual and team accomplishments. • Completion of new accident inventory database to use in evaluating accident numbers, types, patterns, and conditions for the identification of safety programs. • The public has access to video of traffic conditions through the County's web page at 8 locations. 	
DOT - Roads Services Division	<ul style="list-style-type: none"> • Transportation solutions. • Travel safety. • Customer service and satisfaction. • Efficiency and cost effectiveness. • Environmental responsibility. • Employee motivation and pride. • Divisionwide IT coordination 				<ul style="list-style-type: none"> • Opportunities for improving efficiency within or between agencies includes coordination meetings, shared staff resources, loaned staff resources, better communication and sharing of IT ideas, technology summits, brown bag sessions, industry expert lectures.



Agency	Goals	Strategic Issues	Objective	Directions	Opportunities
DOT - Roads Services Division	<ul style="list-style-type: none"> Lead/Facilitate divisionwide IT coordination. Lead/Facilitate development and implementation of IT improvements. Provide outstanding customer Services. Lead/Facilitate Divisionwide IT coordination. Lead/Facilitate development and implementation of IT improvements. Provide outstanding customer services. 				
DOT - Transit Division	<ul style="list-style-type: none"> Provide quality products and services. Be an active regional partner. Be an outstanding place to work. Safety and security. Reliability. Customer convenience. Responsiveness. Efficiency. Regional service integration. Increase visibility of the section's products as critical element of region's "intelligent" transportation services. Develop integrated information systems within Transit, DOT, County, and region to facilitate the provision of "one-stop" service for customers requesting alternatives to single occupancy vehicle (SOV) travel. 	<ul style="list-style-type: none"> Expansion of service. Regional integration. Technology changes. National standards for intelligent transportation systems. Responsible government spending and asset management. Oversight of on-board systems. Degree and phasing of on-board integration. Better service level agreements needed with ITS for help desk support. Better collaboration on strategic planning efforts. 	<ul style="list-style-type: none"> Community and customer responsiveness. Ensure financial well being Increase ridership. Forge regional partnerships. Implement integrated multimodal plans. Improve environmental quality. Improve pour organization's culture. 	<ul style="list-style-type: none"> Maintaining existing infrastructure and investments. Procuring products that best match the division's business needs. Using applicable standards. Participating in partnership projects that provide external funding. Maintain and fund asset maintenance and replacement programs for hardware and software. Periodically revise standards/guidelines for hardware and software purchases including desktop equipment. Consolidate servers and server support. Meet national technology architecture standards on all new systems. Leverage technology investments by developing evolutionary deployment plans that build upon previous investments in technology. Encourage pilot, prototype, and phased implementation projects to reduce risks. 	<ul style="list-style-type: none"> Opportunities for improving efficiency within or between agencies includes use of central groups as resources to client departments. Recognize differences between County agencies and that "one size doesn't fit all."



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DOT - Transit Division				<ul style="list-style-type: none"> Where appropriate, include a functional testing and benchmarking phase prior to contract award to better ascertain system functionality and whether vendors have a deployable product. Develop and implement a model for conducting a project evaluation stage following implementation of key new or upgraded information technology systems. Review hardware, application software, network, and database architecture for the most efficient ways to integrate and maintain information systems distributed among multiple business areas. Leverage Transit funding by pursuing partnerships with federal, state, and local governments and private sector companies. Attract/Retain qualified technical staff. Examine opportunities presented by technological advancements used by other industries, such as wireless communications and the Internet. Establish working groups to provide cross-project coordination in such areas as On-Board Systems and Customer Information. Establish a quality assurance methodology to guide new systems development and change management for system support. Internet-mediated information. 	



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DOT - Transit Division				<ul style="list-style-type: none">• Enhance the accessibility of the Metro online web site by redesigning the way Metro online web pages are created.• Development of customizable customer mapping tools.• Implementing a customer-operated online itinerary planning system.• Better data from on-board systems integration.• Radio communications.	

